

S-E-C-R-E-T

MINUTES OF THE CIA CAREER COUNCIL

56th Meeting, Thursday, 30 April 1959, 3:00 P.M.
DCI Conference Room

Present: Gordon M. Stewart, Chairman
Matthew Baird, Member
[REDACTED], Member
Lyman B. Kirkpatrick, Member
[REDACTED], Alternate Member
[REDACTED], Member
[REDACTED], Alternate Member
[REDACTED], Executive Secretary
[REDACTED], Recorder

25X1A9a

25X1A9a

25X1A9a

Guest: Lawrence R. Houston

1. The minutes of the 55th meeting on 5 February 1959 were approved as distributed.

2. The Council discussed the nomination of a second candidate to attend the September 1959 session of the Advanced Management Course, Harvard vice [REDACTED] who is unable to attend. It was agreed that a second candidate would not be nominated and that as a general rule a single candidate in each of the two annual courses would probably be ample to maintain the level of leadership desired by both Harvard and CIA. [REDACTED] was selected as the third candidate for the August 1959 session [REDACTED] Industrial College of Armed Forces. The third opening was a nonrecurring invitational vacancy.

25X1A9a

3. The headquarters and field notices titled, "Overtime Compensation Policies" were approved for publication with the understanding that the subject of night duty officers would be incorporated in the revision of these issuances.

4. The proposed regulation and handbook on Separations was discussed with particular attention being given to the policy statement in Part II of the regulation. The proposed Alternative II in Part II, paragraph 2, was approved as Agency policy concerning involuntary separations. Various editorial changes in Part II of the regulation were suggested and accepted to delete unintentioned stigma inherent in "failure" to meet certain Agency standards or requirements.

S-E-C-R-E-T

S-E-C-R-E-T

5. The proposal for publishing a regulation on management of personnel, grades 1 through 15 (Item 4 on Agenda) and a handbook covering the procedures for implementing Agency personnel management policies was explained. The draft regulation was reviewed. A policy question raised as to the authority and responsibility of the Director of Personnel to review promotion proposals led to expressed consensus of the Council that the review and evaluation of the records of personnel selected for promotion was implicit in the responsibilities and authority of the Director of Personnel. The basic policies of the regulation were approved subject to some changes in procedures for making initial assignments and for reassigning personnel between Career Services. It was concluded that the regulation should be prepared for formal coordination, incorporating the suggestions of the Council.

6. The Council reviewed the report on the status of Civilian Reserve programs and approved the activation of the CIA Standby Reserve. It was decided that members of the Standby Reserve should be contacted annually rather than at six month intervals. It was agreed that the possibility of giving special training in cryptography to wives of Agency employees who would not be going overseas should be investigated as a possible solution to the critical mobilization problem in the field of cryptology.

7. A proposal to develop an agreement for the movement of personnel between CIA and the Civil Service system was presented by the Director of Personnel. It was decided that the development of such an agreement to ease the problem of out-placement should be explored with members of the Civil Service Committee to determine what problems would be involved.

8. The proposal to establish an Agency Retirement Board was orally presented by the Director of Personnel and accepted by the Council. The legislative obstacles to attaining early retirement for Agency employees was discussed at length as a collateral issue.

9. The use of grades GS-6, 8 and 10 as additional steps in the promotion ladder in the career management system of the various Career Services was discussed. It was agreed that these grades should be used Agency-wide on an experimental basis with the understanding that jobs in these areas would not be reclassified, but that promotions from grades 5, 7 and 9 would proceed by single step progression to grades 7, 9 and 11.

10. The decision of the Selection Board that a person who is nominated for separation will automatically be suspended from the CIA Career Staff was confirmed by the Council.

25X1A9a

Executive Secretary
CIA Career Council

Accept Only

in writing." He said one thing that Committee has apparently gotten to hate is the Administration clutching something to its bosom, and then pushing it out with a great deal of publicity.

MR. STEWART: I guess I will be spending a great many hours with [REDACTED] next year.

25X1A9a [REDACTED] Can't we adopt an Agency regulation that everybody retires at age 62?

MR. STEWART: Dick, we don't have the authority to do it.

25X1A9a [REDACTED] Doesn't the Director?

MR. STEWART: No. He would have to declare in each case that this man has to leave in the interests of the United States, and his decision, in terms of a Government personnel action, could not be capricious; in fact, it couldn't be based on age, it would have to be based on some other factor.

MR. BAIRD: Is this Board going to start functioning next Monday?

MR. STEWART: I thought in September, if that is soon enough. I can possibly get going a little sooner. But I can get at it sooner-- in fact, I will personally take any case that needs to be handled. But I would get into it systematically in September. But I would be glad to get with you on any case you had, Matt.

Let me quickly get into the next point, which is the use of grades 6, 8, and 10.

Dick, your people have proposed that these grades be used in all cases, and so has OCR. This has not been accepted generally in the Agency, although I believe you [indicating [REDACTED] already use some of these grades.

25X1A9a
25X1A9a

[REDACTED] Except we don't use 10 very often--and I have always thought this was wrong, particularly when you begin to slow down on promotions. If a man can go from 9 to 10 he would like it better than waiting a long time to go from 9 to 11. I'm all for the 10.

25X1A9a

[REDACTED] I think this takes on a virtue as promotions have slowed down - it at least gives a sense of motion.

MR. STEWART: Let me just argue against it, because I personally don't like it and I think I have some good reasons. In the first place, it means too many Board meetings and too much extra paper work, if you do it uniformly. In the second place, positions traditionally are set at two grade intervals, and it's very difficult to define GS-8 and 10 levels--what are you talking about when you promote a person into those levels? I know in your Service, General

25X1A9a

[REDACTED] you have those jobs, but in other Services, particularly in junior professional levels, the difference between a 7 and 8 is even less significant than the difference between an 11 and 12--which I have always had a hard time figuring out. And it's contrary to the Hoover Commission's recommendation. It's the extra time, expense, paperwork involved in making fine distinctions. In my own opinion, with the number of grades we have now a Board rarely knows what it means to promote from one grade to the next, with the result--in the particularly difficult ones to assess--people tend to slide up gradually. That is one reason I put in here the review when going from grade 11 to 12, and 13 to 14, because I want to slow them down there, and make sure there are definite hurdles.

Then, of course, two grade promotions are general in the Government. Grades 8 and 10 are held in disrepute among professional employees in the Government. This just happens to be part of the folklore of Government.

Also, we decrease the prestige of each promotion, so that promotions in themselves don't mean very much.

Those are the reasons I have against them.

MR. KIRKPATRICK: Isn't basically the only valid reason you have there--if you will excuse the expression--the one that it increases the workload and the Board work? If we didn't do anything the Hoover

Commission recommended against, we wouldn't do half the things that we are doing. I think we all agree the fault is the GS system. The way to correct that is to have the Director write his own GS system and eliminate half of the grades.

MR. STEWART: We have discussed that, and this Council agreed that was the direction we wanted to go in, and I thought if we get our manpower control system operating and working, I would like to go ahead on that--which would be in another direction, which is to have fewer grades and actually to have in-grade promotions, more steps within grade.

MR. KIRKPATRICK: There is quite a difference between an in-step and a promotion. People consider an in-step almost a right, and a promotion an honor.

25X1A9a

[REDACTED] Actually, the money involved between 8 and 10 would be the same as an in-grade. I mean, it's ludicrous when you look at it--we notice the steps on the payscale are thinner.

MR. KIRKPATRICK: I like the point Dick made that we are stagnated in promotions--just as a surcease here to allow some sense of motion.

MR. STEWART: I have stated my position, and I would only like to say one other thing, and that is let's go at it experimentally. If it works, fine, and if we find it's tying people up, let's cork it off.

25X1A9a

[REDACTED] Why is 6 and 8 included? Doesn't anybody but me have 6's and 8's?

MR. STEWART: They go from 7 to 9 ordinarily, among the professionals.

25X1A9a

[REDACTED] We usually go 7, 9, 11.

25X1A9a

[REDACTED] That is what we call a journeyman level, and then the junior supervisory level is an 8. If he's just a

journeyman he's a 7, and if he has several people under him he becomes an 8.

MR. STEWART: I thoroughly agree with the application to yours [indicating [REDACTED]], because I think you have the concepts to back it up--you know what these positions mean.

25X1A9a

25X1A9a

[REDACTED] The whole Office understands that, too. A promotion from 7 to 8 is considered Sergeant to Master Sergeant.

MR. KIRKPATRICK: What grade do you bring the JOT's in?

MR. BAIRD: 7's.

MR. KIRKPATRICK: I think it's particularly important that these younger men don't go up too fast.

MR. BAIRD: They still go up fast. But it's that many more pieces of paper during an interim of two years.

25X1A9a

[REDACTED] You don't think you could spread that out and have a longer time in grade?

25X1A9a

[REDACTED]: You would have to set new time-in-grade standards.

MR. STEWART: I don't like time in grade.

25X1A9a

[REDACTED] Is it a question of paper and a question of records management? I mean, the number of pieces of paper now is probably twice as many as we need.

MR. STEWART: Dick, my real objection is this: that if you can slow down the number of meetings you have to hold in order to promote, if you can take the actions more seriously and do a better job of screening, I think you're better off--and the more meetings you have the less seriously any promotion board or panel is going to take these actions. Anytime you load a panel, they're going to start going fast.

25X1A9a

[REDACTED]: My point was, if I analyze the thing accurately, that we're getting sort of stuck - there aren't many vacancies, therefore

the whole fast promotion business of the past is pretty much over. In other words, the vacancies aren't there to accommodate many people, therefore you're going to tend to get in the same position that the grades 16 to 17 are in, and that is that it's harder than for a camel to get through the eye of a needle.

[REDACTED] We won't get as stagnant as the situation I was in--I was 17 years as a Captain, under a seniority system. 25X1A9a

MR. STEWART: I would say if any Career Service wants to go ahead on this--

25X1A9a

[REDACTED] I think that would be dangerous--if we let OCR do this while next door in ORR they're promoted to 11's. I think we ought to do it Agency-wide, not make it permissive Agency-wide. It's an Agency policy, it seems to me, and not simply one to be tried in one group.

MR. STEWART: How does the DD/I feel about it? Actually, in the DD/I aren't you beginning to do this?

25X1A9a

[REDACTED]: I have kept them from doing it, on the basis that it was going to be discussed here.

[REDACTED] I don't use the 10. I think I have only one or two, and one was a hangover from years ago. 25X1A9a

MR. KIRKPATRICK: I move it be an Agency policy. Let's have a vote on it and adjourn.

MR. BAIRD: Can I ask when your system that we got briefed on--that you gave a briefing on some months ago--lateral grades and diminution of the number of grades, and in-steps--

MR. STEWART: I thought I would let the 20-250 stay on the books about a year.

MR. BAIRD: Can't we wait and see how that works?

MR. STEWART: Yes. I have to see whether the heads of Career Services are going to apportion the number of promotions they allow each year, and all the rest of it--because you either have one

SECRET

set of controls or you have another set of controls, and you can't find yourself half-way in between. And if we can establish good management controls under our present system of grades, I would feel confident in going ahead and introducing the pay plan. The pay plan is the logical next step.

MR. BAIRD: I would like not to bring in the 6, 8, and 10's beyond what are already in, until you have a chance to see whether that system would work.

MR. KIRKPATRICK: Then you move that we defer until January 1961 further consideration?

MR. BAIRD: Not the way you put it, but I would vote that we try the other first.

25X1A9a [REDACTED] What's wrong with trying this on an experimental basis and see how this works - across-the-board throughout the Agency?

MR. STEWART: Throughout the Agency?

25X1A9a [REDACTED]: It might be a good idea.

25X1A9a [REDACTED]: It would be pretty tough to pull out of without knitting up a lot of raveled sleeves behind you.

MR. STEWART: It's going to hurt some of the out-placement business, because people don't go into these odd ball grades.

25X1A9a [REDACTED]: Is it done anywhere else?

MR. STEWART: Practically not. No, those grades are not used.

25X1A9a [REDACTED]: Well, if it's going to cause horror in the ranks I suppose there is no real reason for really pushing it. There seemed to be a reasonable ground swell in favor of it, and I thought it might have some benefits accruing to it.

MR. STEWART: I think there are both pros and cons. I don't know how it would work out.

MR.. KIRKPATRICK: We have two motions on the table, one that it be adopted as an Agency policy, and one that it be adopted as an

experimental policy on an Agency-wide basis--and from Baird that we defer it until January 1961.

MR. STEWART: Let's take the second--

MR. BAIRD: I don't see how we could do the second one.

MR. STEWART: We could do it.

MR. BAIRD: Then the Agency gets cluttered up with 8's and 10's.

25X1A9a [REDACTED]: But you're not going to reclassify jobs in these areas?

MR. STEWART: I'm not going to reclassify any jobs.

25X1A9a [REDACTED]: That could very well happen from this.

MR. STEWART: A person in a grade 7 job could be promoted to grade 8 and then 9--isn't that what you have in mind?--and you're just holding him back; or, saying it another way, you are putting him forward a little bit, and then a little bit more. You are doing it in two steps rather than one.

25X1A9a [REDACTED]: You're taking two bites at the cherry. You're going to stretch it out a little longer.

25X1A9a [REDACTED]: Yes--simply because I think we will have less vacancies.

MR. KIRKPATRICK: It seems to me that this is something that can be done by each unit that wants to do it, with the Office of Personnel monitoring it, and if a unit or the Office of Personnel feels it is getting out of hand, we will stop it.

MR. BAIRD: Your 8 will occupy a 9 authorization?

MR. STEWART: Yes. He can't occupy a 7.

Von, would you settle for that?

25X1A9a [REDACTED]: So long as we all go into it. We recommend that we do it as the DD/I unit, and not one office of the DD/I.

25X1A9a [REDACTED]: I can't see getting into violent acrimony over the competitive aspects of this--either we all do it or not do it.

25X1A9a [REDACTED]: Would you [indicating Mr. Stewart] issue the call, as it were?

MR. STEWART: Let's have a vote. I gather the motion is to do this experimentally?

MR. KIRKPATRICK: Just orally. Why put out a paper--you have the representatives of the Agency here.

25X1A9a [REDACTED]: I think there is a virtue in putting something down as to how to administer it. There has been a fair amount of differences of opinion right here.

MR. STEWART: The DD/P has a paper already started on it, and we can issue one in DD/I and DD/S--or an Agency one. Why don't you leave that up to me.

25X1A9a [REDACTED]: Again, I think uniformity is a terribly important thing when you're dealing with people's pay.

MR. STEWART: Right.

MR. KIRKPATRICK: But we just passed an overtime regulation which does exactly the opposite.

25X1A9a [REDACTED]: Who likes it?

MR. STEWART: We have discussed that before.

One final item, which I'm sure will not require discussion. A person who is nominated for separation will automatically be suspended from the Career Staff. This was a decision taken by the Selection Board, and it is referred to the Council for confirmation. A person nominated for selection out will automatically be suspended from the Career Staff during the process of hearings and so on. He may resign, he may be reassigned, he may be selected out or separated, but only after the whole process is completed will we re-examine his status as a member of the Career Staff.

MR. KIRKPATRICK: In other words, if he is nominated for selection out he may permanently lose his career status, even though by some quirk he may be retained in the Agency?

MR. STEWART: That is right. You would have to take positive action through the selection procedure to be reestablished as a career employee.

25X1A9a [REDACTED] I thought the connotation meant held in abeyance--

MR. STEWART: After the personnel action is over and it is decided he is out or he will be kept on, we would then resolve his suspension.

25X1A9a [REDACTED]: I think I have been sending over recommendations that they be removed from the Career Staff.

MR. STEWART: Well, possibly. I felt that it would serve every purpose to suspend the man.

25X1A9a [REDACTED] I agree. That means he technically could be reinstated.

MR. STEWART: I feel if you're going to remove a man from the Career Staff, in the light of our present regulations we would have to go through positive review of the Career Staff action--well, we would be doing that at the same time we are reviewing the person's employment.

25X1A9a [REDACTED]: Well, whatever advantage has accrued to him by membership in the Career Staff, is not lost by the fact he is suspended, I trust.

MR. KIRKPATRICK: Not if he is reinstated.

25X1A9a [REDACTED] But adjudication of his case is during the time he is suspended, and that is the time that membership in the Career Staff might be a very important factor in deciding his case.

MR. KIRKPATRICK: Well, his Career Service has said, "We want him out."

25X1A9a [REDACTED]: I don't think we can forget that a man is a member of the Career Staff when we decide to fire him from the Agency for any reason.

MR. STEWART: We don't forget it, we take positive action - we suspend him. This regulation on separations says I will consider all factors, favorable and unfavorable.

MR. KIRKPATRICK: In other words, he's out of his own Career Service so Gordon is suspending him from the Agency Career Service. If the DD/P Career Service says, "We don't want this boy anymore" - then Gordon suspends him from the Agency Career Service at that point--which seems to me completely valid and reasonable.

25X1A9a

[REDACTED]: I was pointing out the fact that if Career Staff membership is worth anything it's worth something up to the point you make a decision that a man is going to leave the Agency, not when his case is starting.

25X1A9a

[REDACTED] The fact that he has gotten himself in this fix is the governing thing.

MR. STEWART: I think it's a grave thing when the Career Service nominates the fellow for selection out.

MR. BAIRD: There was that provision originally, that he could be selected in and he could be selected out.

MR. STEWART: We can select them out, but you see that puts us through another, duplicatory process. This is to avoid having the second one.

25X1A9a

[REDACTED] Do we have to vote it?

MR. KIRKPATRICK: We're all agreed. Move we adjourn.

MR. STEWART: The meeting stands adjourned.

. The meeting adjourned at 4:30 p.m.